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ABSTRACT

This publication contains summaries of the presentations from a conference on employment services for disadvantaged older workers. The opening remarks made by Joan A. Hammond and Kenneth M. Mahan are outlined. Summaries of the following papers are provided: "National Perspective on Older Worker Programs," by Ann Lordeman; "Older Worker Programs: Coming of Age," by Kenneth M. Smith; "Marketing Your Older Worker Program," by Max Elsmann; "Recruitment of Older Workers," by Jodie Kelly; "Counseling Skills for Older Worker Staff," by Joseph McLennan; "Grantsmanship," by Linda Meadows; "Job Development Strategies," by Anna Yuan; "Getting to Know the Older Worker," by Harvey Sterns; and "Computer Applications for Employment and Training," by Frederick Grupe. Also provided are selected sources of information on proposal funding and synopses of information on exemplary programs that were delivered by the following persons: Sharon Wise and Kathryn Madison (Zanesville, Ohio); Esther Jackson and Helena Walsh (Cleveland, Ohio); and Anna Yuan (Chicago, Illinois). (MN)

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Statewide Conference
Employment and the
Older Worker
A Summary of the presentations
June 6 & 7, 1985
Parke Hotel, Columbus, Ohio

Sponsored by:
Ohio STEPS
(Senior Training and Employment in the Private Sector)
Corey B. Friedberg, Project Director

Ohio Department of Aging
Joyce F. Chapple, Director
50 West Broad Street/9th Floor
Columbus, Ohio 43266-0501
August, 1985

Funded by:
Ohio Bureau of Employment Services
Dr. Roberta Steinbacher, Administrator
Joan A. Hammond, Deputy Administrator
Job Training Partnership-Ohio
Subgrant No. 1-4-966-00-00

Richard F. Celeste, Governor
OHIO...the heart of it all!

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position or policy.

The Ohio STEPS Statewide Conference, "Employment and the Older Worker," held June 6 and 7, 1985 at the Parke Hotel in Columbus, Ohio can only be described with superlatives-- exceptionally knowledgeable and eager participants, and thoroughly organized planners. Frankly, we all had a great time! And that's why we want to share with you the notes we took at the conference.

Ohio STEPS was organized as a technical assistance unit located in the Ohio Department of Aging and funded through the JTP-Ohio Division of the Ohio Bureau of Employment Services. Funded from February 1985 through June 1985 to provide a very specific set of services, STEPS completed the following:

- o five bulletins
- o three limited-focus publications
- o two research projects
- o eight workshops
- o personal consultations with SDAs and PSAs
concerning their older worker programs
- o a statewide conference on employment and the
older worker

All of STEPS' efforts were concentrated on employment and training opportunities for the disadvantaged older worker, age 55 to 65. The Job Training Partnership Act has specifically set aside three percent of the Title II-A funds for meeting the needs of this group, and the STEPS program was a part of this focus.

STEPS assigned staff members or volunteers from OMTI and JTP-Ohio to take notes at each session, and has compiled those notes for this publication. We also had each session taped, and you can charge out a set of those tapes from: Ohio Department of Aging Library, 50 W. Broad Street, 9th Floor, Columbus, Ohio 43266-6191.

Ohio STEPS Conference

EMPLOYMENT & THE OLDER WORKER

Thursday, June 6, 1985

- 8:30-9:00 a.m. Registration, Continental Breakfast
- 9:00-9:30 a.m. **Joan A. Hammond**
Deputy Administrator,
JTP-Ohio
Kenneth M. Mahan,
Assistant Director,
Ohio Dept. of Aging
- 9:30-10:00 a.m. **Corey B. Friedberg,**
Background Project Director Ohio STEPS
- 10:00-11:00 a.m. **Ann Lordeman**
Keynote Address National Assoc. of State
Units on Aging.
"National Perspectives on
Older Worker Programs"
- 11:00-11:30 a.m. Open Discussion
- 11:50-1:00 p.m. Luncheon
- 1:00-2:15 p.m. **Concurrent Workshops - I**

Choose One

- ___ **A Recruitment** - Jodie Kelly, Director of Training, Cygnet Associates
Successful sales and marketing techniques used by agencies can be applied to your older worker programs. Practical, hands-on workshop.
- ___ **B Counseling Skills** - Joseph McLennan, Consultant, Operation ABLE
Focusing on particular needs of the older job seekers and the counseling skills required to meet these needs.
- ___ **C Grantsmanship** - Linda Meadows, Associate Director, Research Foundation, OSU
Learn how to write a successful proposal to get your program funded. Enhance the skills and knowledge you already have.

2:15-2:30 p.m. Break

2:30-3:45 p.m. Concurrent Workshops - II Choose One

- ___ **A Job Development** - Anna Yuan, National Training Coordinator - Operation ABLE
Innovative approaches to job development; strategies for motivating private sector employers to hire older workers.
- ___ **B Getting to Know the Older Worker** - Harvey Sterns, Ph.D., Director, Inst. for Life-Span Development & Gerontology
Learn training techniques, new strategies and get an overview of just who the older worker is.
- ___ **C Computer Applications** - Frederick Grupe, Placement Coordinator, Lake County Employment and Training
Learn how someone who has no experience can use a computer for job match, data collection, employer files, client files, placement and follow up.

3:45 p.m. Adjourn

4:00-6:00 p.m. Reception

Friday, June 7, 1985

- 8:30-9:00 a.m. Continental Breakfast
- 9:00-10:15 a.m. **Max Elman**, President, Cygnet Associates
Presentation & Discussion "Marketing Your Older Worker Program"
- 10:15-10:30 a.m. Break
- 10:30-11:45 a.m. **Exemplary Programs**
Panel Discussion
Operation ABLE - Chicago
Anna Yuan
Skills Available - Cleveland
Helena Walsh
55 Plus - Zanesville
Sharon Wise
Kathryn Madison
- 11:45-12:30 p.m. Small Group Discussion of Exemplary Programs
- 12:30 p.m. Adjourn

Ohio STEPS Conference

EMPLOYMENT & THE OLDER WORKER

June 6 - 7, 1985
Parke Hotel, Columbus, Ohio
(614) 885-8244

Registration Deadline - May 22, 1985

WORKSHOP TOPICS (Choose One)

- I ___ **A Recruitment** II ___ **A Job Development**
___ **B Counseling** ___ **B Know the Worker**
___ **C Grantsmanship** ___ **C Computers**

The Conference costs are being absorbed by the Ohio STEPS Program.
For further information contact: Gloria Davis (614) 466-9848.

RETURN REGISTRATION TO: Ohio STEPS Program, Dept. of Aging, 50 W. Broad St./9th Fl., Columbus, Ohio 43215

NAME: _____
JOB TITLE: _____
AGENCY: _____
AGENCY ADDRESS: _____
AGENCY PHONE: () _____

JOAN A. HAMMOND, Deputy Administrator, JTP-Ohio:
"Opening Remarks, and Welcome from Ohio Bureau of Employment Services"

In her opening remarks, Joan A. Hammond stressed again and again the importance of the partnership that happens at the local level in employment and training.

After welcoming the conference participants on behalf of Dr. Roberta Steinbacher, Administrator of the Ohio Bureau of Employment Services, Deputy Administrator Hammond went on to say that she was feeling very positive about the team work happening in the state. She likened it to a popular TV program, when Hannibal Smith of the "A-Team" says at the end of the show, "I love it when a plan comes together." Hammond commented, "And that's the way I'm feeling about the way all our resources--not just JTPA--are coming together--I love it when a plan comes together."

After complimenting Corey Friedberg, the Ohio STEPS Project Director, for a job well done, Hammond noted that she had followed the STEPS program with interest--the newsletters, workshops, research, and finally the conference.

She expressed her enthusiasm that the workshops and conference brought together job developers, employment program operators, senior citizen advocacy representatives, Title V program operators, gerontologists and members of Private Industry Councils in an atmosphere of sharing and a real spirit of cooperation.

"What this program is really about," she continued, "is effective human resource planning. The mature, experienced, dedicated older worker is a valuable asset too often overlooked."

Hammond reflected on Governor Richard Celeste's first order of business when he took office: jobs for Ohioans. She said that there isn't an agency in state government that doesn't have a role in creating a firm economic base.

JTPA mandates a special training program for older individuals funded out of a 3% set-aside of the Title II-A funds. That means that Congress specifically targeted a portion of JTPA funds for the exclusive purpose of meeting the needs of the older, disadvantaged worker, Hammond reminded the audience. "You have a critical message to send to the private sector," she continued. "We have a capable, mature, experienced work force here that is a valuable resource."

As background for the participants not familiar with the Job Training Partnership Act, Hammond described it as establishing a system of state and local job training and employment preparation programs based on a true cooperative partnership between the private sector and state and local government.

She noted that JTPA had changed the focus in employment programs. There were two basic problems under CETA: 1) there was too much training for jobs that didn't exist; and 2) CETA moved away from training and into income maintenance programs. Under JTPA the private sector partners critique the work of all in employment and training programs and let us know what is needed.

Hammond reported that one key element in the partnership was the State Job Training Coordinating Council (SJTCC), appointed by the Governor. Describing the Council as her Board of Directors, Hammond emphasized its role as the Governor's strategic planning arm for a comprehensive employment and training plan, monitoring and evaluating JTPA.

Then at the local level, every Service Delivery Area (SDA)--there are 30 throughout the state--has a Private Industry Council (PIC) which is controlled by the private sector. They do at the local level what SJTCC has been mandated to do statewide. "I can't tell you," she said, "how important it is to work with the private sector folks and the Private Industry Councils. The REAL results of anything we do in the area of coordination, linkage, and mutual support all depends on what happens at the local level with your community groups."

Hammond continued, "My message is this: make sure you understand your private sector employer; know your role in that local coordination process; sensitize us here at the state about what we can do to help you; understand your responsibility to work with your Private Industry Council."

"Unless the private sector employer knows what you bring, and you understand what he needs--the program won't work. Your product is the older worker; the purchaser of your product is the private sector."

Hammond went on to cite the challenges before the group:

- * to ferret out those outreach and recruitment methods that will draw in more eligible older workers
- * To devise the best assessment tools to fairly determine the aptitude of seniors

- * to conduct the most helpful counseling activities for older individuals
- * to develop programs that impart the finest job search skills
- * to devise the most appropriate instructional and on-the-job training programs to lead to unsubsidized employment
- * to tap the creativity of our program operators in developing meaningful jobs for our targeted groups

Joan Hammond envisions an important mission for the conference participants--the development of productive, unsubsidized employment opportunities for a very capable, deserving group of people.

Norma Bruce, Recorder

* * *

Joan A. Hammond, Deputy Administrator of the Ohio Bureau of Employment Services, JTP-Ohio Division, came to state government from the private sector where she was the Director of Community Relations for Eagle Savings and Loan in Cincinnati, and chairperson of the Cincinnati Private Industry Council under CETA. She is a member of the Board of Directors and Executive Committee of Partnership Datanet. She is also a member of the Board of Directors of the National Association of Private Industry Councils, and of the National Job Training Partnership, Inc.

KENNETH M. MAHAN, Assistant Director, Ohio Department of Aging
"Opening Remarks, and Welcome from the Ohio Department of Aging"

"On behalf of Director Joyce Chapple and all the staff at the Ohio Department of Aging, welcome to Columbus and the Conference on 'Employment and the Older Worker.'"

Having just been congratulated on becoming a grandfather, Ken Mahan, Assistant Director of the Ohio Department of Aging, went on to congratulate the participants for being on the cutting edge of a new movement to reinvolve and reestablish the older worker in the mainstream of the American economy.

Providing some background for this concern, Mahan noted that more than 46 million Americans are now age 55 or older, and 28 million are 65 or older. Since the beginning of this century, the percentage of Americans over 65 has almost tripled. He commented that just a few years back we were talking about the "greening of America" and now with the baby boomers entering middle age we are talking about the "graying of America." "For the first time in Ohio's history, there are more senior citizens than there are teenagers in the state," Mahan remarked.

"But even more striking is what has happened to the labor force. It is virtually working in reverse of the aging statistics. Only 17% of the men over 65 were still in the labor force in 1983, compared to 50% in 1950. By 1990, it is expected that only 15% of the over 65s will be in the labor force." Mahan suggested that in the not too distant future we could be facing a shortage of young workers entering the labor force, and strongly reminded the group that we will need the talent and skills of the older worker.

Mahan then outlined the reasons why the Ohio Department of Aging is so interested in the growth and success of older worker programs funded by the Job Training Partnership Act.

As the State Unit on Aging, ODA is the agency designated by the Federal government and the state legislature to be the focal point for ALL matters related to the needs of older persons within Ohio.

The Older Americans Act specifies that the Ohio Department of Aging administer, coordinate and supervise the programs that will benefit and enhance the lives of older Ohioans. ODA is concerned not only with good nutrition, adequate housing, improved health, creative leisure and long term care, but also with the personal and financial rewards that employment brings to people who wish to continue working in their later years.

ODA is committed to responding to the needs of older people as they are concerned with participation in the labor force, with the ways that work affects health and self-image, with the shift from income earner to benefits receiver and the hardships that may present.

Mahan expressed concern that older Ohioans, as an untapped economic resource, are not being utilized--their stability and maturity going to waste.

Picking up on Joan Hammond's theme, Mahan emphasized that the intent of the Job Training Partnership Act is to create a strong private/public partnership among business and industry, labor, education, community based organizations and the state and local government to address the needs of the unemployed and the labor needs of business and industry.

The Ohio Department of Aging is a natural "partner" for JTP-Ohio, commented Mahan, and ODA welcomed the opportunity to participate in STEPS through JTP-Ohio's grant. This type of partnership discourages duplication of effort while promoting communication between the aging community and the employment community, he added.

Mahan then reminded the audience, "We are also natural partners with you folks in JTPA because for years we--the Ohio Department of Aging--have run the LARGEST OLDER WORKER PROGRAM in the state."

He was referring to the fact that since 1965 the Department of Labor has funded employment opportunities for older Americans through the Older Americans Act (OAA). Through Title V of OAA, the Ohio Department of Aging is allotted 22 percent of the monies that come to Ohio to place people age 55 and older in community service positions. ODA places workers in every county of the state and regularly coordinates its efforts with the seven national contractors who receive the remaining 78 percent of the funding for Ohio for Title V.

Mahan noted that since 1981, Title V programs have encouraged an active transition to unsubsidized, private employment, whereas previously it had focused on public sector employment.

Mahan then cited specific advantages for cooperation between Title V Senior Employment Programs and the JTPA 3% Older Worker Programs:

- * better geographic coverage
- * more older workers served

- * more specific needs being met through cross-referral of applicants
- * sequential enrollment when appropriate
- * better coordination with health care and social services
- * improved efficiency in planning, marketing, and training within the respective programs

Mahan thanked the participants for coming and sharing their ideas to help in the partnership, and urged them all to continue in cooperation in their efforts to employ willing and able senior workers.

Norma Bruce, Recorder

* * *

Kenneth M. Mahan, Assistant Director of the Ohio Department of Aging, has been associated with Ohio's aging network since 1970. A Columbus, Ohio native, Mr. Mahan is a graduate of Ohio State University where he received a Bachelor of Arts degree in business administration.

ANN LORDEMAN, Keynote Address:
"National Perspective on Older Worker Programs"

As Ann Lordeman travels around the country on behalf of the National Association of State Units on Aging speaking at seminars and workshops, she focuses on five key issues:

- * Operations
- * Recruitment
- * Employment
- * Coordination
- * Potential

Lordeman admits that the 3% programs were slow starters. Most of the energy and emphasis went to the 78% money. Also, there is a lot of variety in the ways the different state and local agencies are performing their tasks. But whether the money is allocated by formula or through RFPs, success is dependent on:

EXPERIENCE--Operators who ran Title V programs or CETA programs have an advantage over those still sorting out the best structure.

MOTIVATION--Operators who truly want an older worker program are doing the best job.

WORKING RELATIONSHIPS--Successful programs have good coordination between the State Unit on Aging and the State Employment and Training Administration.

Lordeman predicts more attention to the 3% programs at the Congressional level in the near future, particularly interest in how the dollars are being spent.

Although there is disagreement on WHY, everyone admits that recruitment is a problem. Lordeman sees a trend in excluding certain income when determining eligibility. In fact, Title V income, and even in some states, Social Security income, have been excluded.

She sees advantages to redefining the family to a "family of one" so that more older workers can qualify for the program.

In the area of recruitment, Lordeman is concerned that some program operators inadvertently "screen people out" with their posters and brochures. The wording may be encouraging the potential clients to determine their own eligibility by using terms such as "low income," or "disadvantaged."

Lordeman reminds us that there are three methods to determine whether a person is economically disadvantaged: 1) income guidelines, 2) welfare, 3) food stamps. If a potential client qualifies in any of these three, he is eligible for the 3% program as "economically disadvantaged."

Intake workers need to be exceptionally sensitive to the needs of the older client, according to Lordeman. Keep in mind that assessment takes longer--there are more years to cover, and more explanation of the procedures may be necessary.

Also in the area of recruitment, Lordeman suggests that we touch base with every possible resource in our community--the churches, community organizations, educational institutions, and aging agencies.

On the issue of employment services, Lordeman notes that older worker programs lean toward the "soft services," such as support groups, job clubs, resume writing, and interpersonal skills, because the clients frequently have skills but lack confidence and the savvy to sell themselves.

Coordination between Title V and 3% operators is essential because they are the only programs in the country presently serving the needs of older workers exclusively. "It will not be beneficial to older people for the two groups to fight," Lordeman observed.

Putting her final remarks at a very personal level, Lordeman summed up the potential for the older worker programs with this challenge:

"When you go around and talk about older workers--the myths, the skills, the stability and reliability--you are not talking just about your participants--you are speaking for all older workers. You aren't speaking just on behalf of the eligibles--but for all of us who will someday be older workers."

Norma Bruce, Recorder

* * *

Ann Lordeman is a senior program analyst at the National Association of State Units on Aging and is responsible for the Association's activities regarding employment policies and programs. She directs NASUA's National Clearinghouse on JTPA and Older Workers and provides technical assistance to individuals and agencies developing policy and implementing employment programs.

KENNETH M. SMITH, Luncheon Address:
"Older Worker Programs: Coming of Age"

In his opening remarks, Ken Smith indicated that there has not been great interest in Washington in older worker programs. However, he continued, "that's about to change--the economy and the system will demand it."

Smith believes that international competition will force us to recognize an impending serious labor shortage. The United States is not only running out of people (sheer numbers), but also of people who have specific skills needed in today's and tomorrow's labor market. "We're going to need older workers soon and we need a system that encourages them to stay," predicted Smith.

The following results were obtained from a study done by the National Commission for Employment Policy and the Department of Labor.

- * Few model programs have emerged--SDAs want examples to follow.
- * There appears to be a lack of coordination--for instance, dislocated worker and vocational education programs are not being tapped for older workers.
- * There is a lack of expenditure--3% money is 40-50% underspent, and SDAs are either not spending it or not spending it well.

Other findings included in NCEP research:

- * Workers over 45 do not suffer the severe unemployment problems of other age groups, but...
- * They have a harder time getting back into the system when they become unemployed
- * Age by itself is not the primary cause of unemployment for older workers
- * Obsolescence of skills or lack of skills and a long standing history of labor market problems are the problems of older workers
- * There are disincentives in place for older workers to continue in the labor force
- * Dramatic changes are needed in social security and private pension plans--the 1983 changes will only cut back the retirement age by about 3 months

- * CETA did work for older workers--according to research conducted three years later
- * In the private sector, employers need help in employing older workers--particularly the small and medium sized firms
- * The key factor in private sector employment is a positive image from the management level. This precedes any innovative programs like job sharing or pension plan changes that don't penalize the older workers
- * 88% of older workers are not working; most by choice, but half would like to work out of financial need, social need, or for personal satisfaction
- * Re-entry into the labor force for older workers is precluded by:
 - lack of interest by employers
 - social security income restrictions
 - private pension requirements
 - low wages for part time work
 - lack of part time opportunities.

Thus, concludes Smith, we have come full circle: There is a growing demand; there are large amounts of unspent funds; there are people who want to work; there is a growing interest in the private sector in how to use older people; but there are too few models of successful programs. He sees a perfect set up--an explosion of interest at the Congressional level, plus an interest in the private sector to overcome the barriers to older workers, equals a prime opportunity for older worker program operators.

"Money is not the issue: the issue is the lack of good programs, aggressively promoted, which don't take "NO" for an answer, and which realize you've got to have a program that meets the interest of the private sector as well as the people involved."

Judith M. Baldwin, Recorder

* * *

Kenneth M. Smith is President and Chief Executive Officer of International Management and Development Group, Ltd., Washington, D.C., a firm which focuses on management consulting in the employment and training field. He was appointed in 1981 and 1983 by President Reagan as Chair of the National Commission for Employment Policy, and continues as a member of the Commission.

MAX ELSMAN, Presentation:
"Marketing Your Older Worker Program

"Marketing is powerful," stated Max Elsmán, President of Cygnot Associates. "One single equation will transform the way you do business," he promised.

The equation is: Needs-->Features-->Benefits.

He cautioned program operators to stop describing their programs and to start selling them. Remember to give them the benefits. Describe the benefits of the program, not the features.

To make the most of advertising, target the message to benefit those who need it; then people will respond. Document specific benefits. Testimonials from successful participants show peers that the program does work.

Elsman presented the four Power Ps of Marketing:

- * Product--services designed around customers' needs
- * Place--transportation for the client is a key issue in the distribution of your product
- * Price--your services are not free; there is time, risk, fear, and expenses for clothing and transportation for the client
- * Promotion--employment training is really personal selling

Elsman then focused his attention on the fourth P--Promotion, beginning with selling.

Who are the salespeople? Not just the job developers. The person who answers the telephone in your organization needs sales training too. This is the first contact outsiders may have with your program.

Your most important promotion is "word of mouth" advertising. One job developer can't be spread over several counties, but satisfied clients can talk up the benefits of your program.

"You can't have marketing without information," stated Elsmán. Develop a databank to substantiate people's needs. Good databanks reduce information loss when trained staff leave.

How do you get the information? 1) Find the people you've failed to serve--maybe the ones who dropped out of the program--and ask them what was wrong. 2) Ask the employers who are not using your services why they aren't involved. 3) Develop a simple survey to use when you do a public presentation and have everyone fill it out. 4) publish surveys in business publications, like local business newsletters 5) Compile the data from your telephone log--who are your main employers and what do they need. 6) Read the current social science research--let someone else do the work.

Try sales promotions or gimmicks. Examples are time-limited offers or coupons that prompt faster and higher response rates. Qualify the limits by stating items such as, "You have to come down to our office located at", Elsman stated. "This places potential participants into a personal sales situation--exactly where you want them."

Cut the costs of advertising--"glitzier" is not better. Keep things simple--the message counts more than the package. Word of mouth is the best source of advertising and it's free.

Remember to concentrate on the primary services offered by the program. A two-panel brochure with a targeted message on one side and the program's name, address and telephone number on the other side is perfect.

Take advantage of "piggyback" mailings with foodstamps, welfare payments, or utility bills by zip code.

Elsman cautioned emphatically, "If you do advertise, don't let amateurs do it." Use only professionally designed materials.

"Older worker programs cannot serve everyone, so don't try," he stated. Concentrate on the participants who will benefit from the assistance.

Elsman underscored, "BE EASY TO FIND!" List your program by name, not agency, in the yellow pages under Employment and Training.

Finally, use the full power of public relations. A consistent image geared toward a targeted group is the goal.

Cathy Stocksdale, Recorder

* * *

Max Elsmen was formerly Director of Communications for 70001 Ltd., the nation's largest youth employment organization. He has an extensive background as a writer, researcher, editor and reporter, as well as experience in public relations, marketing and management. He is president of Cygnet Associates, a marketing communications consulting firm in Washington, D. C.

JODIE KELLY, Workshop:
"Recruitment of Older Workers"

As Director of Training, Cygnet Associates, Jodie Kelly currently is analyzing the recruitment problems of a JTPA program in Virginia. Kelly brings a "marketing perspective" to recruitment. She focuses on meeting needs and providing benefits to both participants and employers.

The four "Ps"--PRODUCT, PLACE, PROMOTION, and PRICE--are critical components of an effective, marketing-related recruitment strategy. All four are important, but to help an ailing recruitment effort, PROMOTION is most important.

Workshop participants, aided by Kelly, discussed several effective recruitment promotions, including: 1) a raffle in conjunction with a mall display, 2) discount coupons, 3) placemats in fast-food restaurants, 4) role-model workshops, and 5) participation in community activities.

Promotion through advertising is another way to improve recruitment. However, as Kelly stated, "Advertising costs money, publicity is free." Newspaper or television feature stories are two of the best ways to obtain free publicity. If a paid advertising campaign is used, it's important to target all advertising and promotions to specific population segments.

This holds true for both participants and employers. Following the "marketing perspective," by targeting advertising (pamphlets, posters, brochures, etc.), it becomes easier to identify needs and promote program benefits to specific population segments.

Concerning paid advertising effectiveness, Kelly noted that small classified ads and block ads draw about the same attention. With older workers in mind, use larger print and fewer words.

Find out which day has the highest newspaper circulation, and put your advertising dollars to work on those days.

For radio announcements, find out from the station's listener profile when older people are more likely to listen. Try several approaches. Not everyone reads the classified ads, or listens to radio, or watches television.

Kelly is a great proponent of sales training or customer relations training for intake workers, receptionists, and other clerical staff. Since these staff members are usually the first contact that potential participants have with the program, it is crucial that they project a knowledgeable,

positive, benefits-driven program image. Thus, they will also help to increase "word-of-mouth" which still remains the best kind of free advertising and publicity.

Use a sales-oriented approach. Many people have problems coming to "a program." It means they need help, that they are disadvantaged, or flawed workers. Instead, tell them, "We are a company that works closely with employers. We will match your skills with their needs." A positive sales approach increases the number of intakes.

In summary, Kelly and the workshop participants discussed a variety of techniques relating to the "marketing approach" to recruitment. Quoting Peter Drucker, a noted expert on marketing, Kelly concluded the session by saying, "The goal of meeting needs (marketing) is to make promotion superfluous." Since all JTPA program budgets are tight, this thought certainly merits a great deal of consideration.

Janet Yasenovsky, Recorder

* * *

Jodie Kelly is Director of Training for Cygnet Associates. She designs and conducts needs assessments and custom-tailored training programs that apply modern sales and marketing techniques to employment training. She has extensive experience in the employment field.

JOSEPH McLENNAN, Workshop:
"Counseling Skills for Older Worker Staff"

What you have to share is you--that is Joe McLennan's advice to job counselors.

If you feel your clientele is hopeless, you're in the wrong job. As helpers, the job counselors need to convey hope, McLennan declares. Identify with them by recalling any period of transition in your own life. You bring to this relationship your own experience of change.

McLennan's extensive experience in counseling employees in the private sector and in training counselors for Project ABLE, plus his own natural warmth and a caring personality, uniquely equip him to challenge counselors serving older workers.

He urges counselors to be aware of certain qualities common to the older client. For instance, there may be some chronic behaviors that the counselor will not be able to change. The client may be angry over his situation, and the counselor may bear the brunt of that anger.

All of us as we age, reports McLennan, want "to tell our story,"--it is a normal developmental stage. Listen with empathy. The counselor's listening skills can help the client develop a focus on his own. Silence can be therapeutic--it lets the client think. "When you ask someone a question, shut up," McLennan advises. But remember that you are not a therapist.

There is a marketing approach in counseling, with five "Ps". The Product is the job seeker. The Price is the salary. Consider not only what the client needs financially, but what he needs emotionally and socially. Ask, "What does success mean to you now? What are your values?"

The Place in marketing a client refers to both relocation and transportation. If the client dreams about Phoenix but has personal concerns holding her to Columbus, gently bring her back to reality. Is transportation feasible for the job she wants? If not, look for something else.

Packaging of the client can be a touchy area. If appearance, odor or cleanliness is a problem, the counselor needs to confront the client. The presentation is the job interview. The job seeker and the employer both are selling something. Encourage the client not only to ask questions, but to listen.

When preparing a person to become a job seeker, McLennan asks for four written responses to specific questions. 1) Write down everything you like to do. 2) Write down everything you're good at doing. 3) Write specific examples of these--don't say, "people oriented" or "well organized"--cite the specifics. 4) Write out your dreams. What would be fun to do?

McLennan says that pen on paper is magic. When the client sees something on paper, it provides a focus. When people are forced to do this written exercise, they begin to see that they have something to offer.

McLennan cautions counselors not to do too much for people. The temptation is to feel totally responsible; and that is unrealistic. Remember that it is your job to help them move from unemployment to employment. Their divorce, their health, their grief--you can't solve all those problems. Find other resources and referrals. "You can't take responsibility for their lives."

He urges counselors not to foster dependency. "Give them a 'You Can Do It' attitude." Remembering names is an essential for counselors, and it is especially important for people in transition.

Counselors have needs too. McLennan urges that you be kind to yourself--seek out those people who can recharge your batteries. Don't try to do too much. Understand the expectations of your organization and yourself. Do your research and know your referrals well.

Don't underestimate the importance of your own network and resources in the job training or aging fields. McLennan commented that there was more expertise and help from fellow workshop participants than could ever be available from an outside consultant.

Networking is simply using people you know to open doors, but the approach is important. Don't be pushy--allow them a little space after you've made a request. It is a matter of being politically astute to use the contacts you've made over the years.

In closing, McLennan reminded the participants that, "We need to look at what the future holds, rather than at all the mistakes of the past."

Norma Bruce, Recorder

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Joe McLennan is a senior consultant for Peat, Marwick, Mitchell & Co. in Chicago, an accounting and consulting firm. He is a consultant to Operation ABLE's Older Worker Institute and has conducted train-the-trainer sessions. He has experience in both administrative and human resources functions in the medical field, and has worked in several out-placement firms in Chicago.

LINDA MEADOWS, Workshop:
"Grantsmanship"

"My favorite topic is money and where to get it," stated Linda Meadows, Associate Director for Development at the Ohio State University Research Foundation.

"There is no mystery about grantsmanship and there is no magic either," according to Meadows. "Homework" done prior to submitting a proposal greatly increases the chances for success.

Homework includes background on the agency, organization, foundation or business to which the proposal is submitted. Know what you want, the time it will take, and the resources needed. Persistence is a key element for proposal writers.

Meadows stated, "You can learn from your rejections; we all get them at some time." It is important to get feedback on the reason for the rejection. At times, the reason can be as simple as no money was left after priorities were established. Other times it might be that important information was left out. "Leave nothing to the reviewer's imagination," cautioned Meadows.

The benefits to an agency in writing proposals are many, aside from the obvious increase in revenues. Proposal writing serves as a self-assessment tool for organizations. This activity provides a good overview of the purpose of the organization, helps zero in on problems and projects, and produces useful data to draw on for future proposals.

Meadows suggested a "concept paper" be prepared before an actual proposal is written. A concept paper answers the following questions: 1) what is to be done; 2) why does it need to be done now; 3) and how will it be implemented.

"Then give this 3 to 5 page paper to colleagues to review and comment on," Meadows encouraged. If the feedback is positive, solicit the help of potential decision makers. This gives them a stake in the proposal and they will be more willing to assist with the project.

Also, share the concept paper with the population you will be serving--representatives or advisory board members. Show that the client population has been involved in the initial steps.

A concept paper will also help define who the potential sponsors are. There are a variety of sponsors to solicit for funds. "You have to know who you're dealing with and what they expect," added Meadows. For example: the Federal

government expects a mission statement; foundations are subject to mandates by the board of directors; and business and industry want to see the benefit to their product or community.

"Collect as much data and information as possible about sponsors and let them know you have done your homework," emphasized Meadows. Obtain annual reports; these will document the size and nature of the grants awarded by the sponsor. Then pitch your idea to match their goals. Tailor your approach to the agency.

Meadows supplied the participants with handouts describing types of grants and a bibliography of potential funding source publications (appended to this report). She noted that foundations don't necessarily send out announcements. State agencies sometimes do, and Federal agencies usually do. Some awards include time away from your job to develop yourself and your organization.

Meadows advised the participants not to go to all sources at once. Pick one, get feedback on the proposal, then adjust and modify. Then you are prepared to write an even stronger proposal to the second source.

Personal contacts are always the best source of support and can be of tremendous help. "Make use of your contacts," she pleaded, "allow them to make the appeal on your behalf. Forget the phone calls."

Proposal formats should answer why, what, how, how much, of value to whom, how it will be evaluated, and how the results will be shared.

In the proposal use brief paragraphs and short, topical sentences. Bullets, underlining and graphics make it visually attractive as well.

"The key is K.I.S.-- KEEP IT SIMPLE. The longer the proposal, the less chance of funding," stressed Meadows. She closed with a test for a good proposal:

- * Adapt it to the specifications
- * Write clear, brief sentences
- * Target it to the audience
- * Review it in-house
- * Create an attractive package
- * Answer all questions.

Cathy Stocksdale, Recorder

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Linda Meadows is Associate Director of Development at Ohio State University Research Foundation. She has taught courses in grant writing, and has directed workshops on proposal development. She also serves as graduate student seminar grant lecturer at OSU.

2.

SELECTED SOURCES OF INFORMATION
ON PROPOSAL FUNDING

Annual Register of Grant Support

Marquis Who's Who, Inc., 200 East Ohio Street, Chicago, Illinois 60611. 17th Edition, 1983-84. \$67.50.

An excellent single-volume list of federal and private sources of funds for research and other activities in the arts, humanities, social sciences, and sciences. Variouslly indexed, information on deadlines, eligibility, type and purpose of program, and financial data is included in each description.

Catalog of Federal Domestic Assistance

Annual with semiannual update; looseleaf. Superintendent of Documents, Government Printing Office, Washington, D.C. 20402. \$36.00.

The Office of Management and Budget's compilation of concise, but thorough and informative program descriptions. Information consists of the name and nature of the program, authorizing statute, administering office, eligibility requirements, available assistance, use restrictions, past appropriations, average amount of assistance, future obligations, and contract and deadline dates. The most current information is at least six months old, and the indexing is inadequate. Nevertheless, it is a valuable resource.

Commerce Business Daily

Department of Commerce. Subscription available through Superintendent of Documents, Washington, D.C. 20402 at \$160 per year, first class mailing; \$81 per year, second class mailing.

This daily carries the information necessary to obtain a "Request for Proposal" or to provide a statement of capabilities. It is the medium through which the Federal government announces bidding opportunities for procurement of equipment, services, materials, or research through contracting.

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LINDA K. MEADOWS

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OFFICE OF SPONSORED PROGRAMS
DEVELOPMENT

Federal Register

Office of the Federal Register, National Archives and Records Service, General Services Administration. Subscription available from Superintendent of Documents, Washington, D.C. 20402 at \$300 per year.

This daily publication lists the rules and regulations of programs. It provides information on deadlines, application material, organizational functions, changes in programs, and new programs.

The Foundation Directory

Foundation Center, 888 Seventh Avenue, New York, New York 10106. 9th Edition, 1983, \$60.00.

A basic reference tool. More than 4,000 of the largest private foundations are listed alphabetically by state with a general description of the purpose and activities of each. The name of the person to whom inquiries should be addressed is usually indicated. Financial information such as the assets of the foundation plus the number and total amount of awards made during a recent fiscal year are included. Only a very small proportion of these foundations are worth approaching for support of projects. The book is well indexed and has informative introductory matter.

The Foundation Grants Index

Foundation Center, 888 Seventh Avenue, New York, New York 10106, 13th Edition, 1983. \$40.00.

An annual compilation which provides concise descriptions of grants over \$5,000 from a sampling of private foundations (369 in 1982 Edition). Detailed indexing. A valuable companion resource to The Foundation Directory.

The Foundation Grants Index Bimonthly

Foundation Center, 888 Seventh Avenue, New York, New York 10106. Six issues yearly for \$20.00.

Not only supplements the annual Index, but also lists new publications by and about foundations and about related topics.

Foundation News

Foundation News, P.O. Box 501, Martinsville, New Jersey 08836. Six issues yearly for \$24.00.

Compiled by the Foundation Center staff, this is the standard journal of the foundation field. It includes feature articles and news notes.

ANNA YUAN, Workshop:
"Job Development Strategies"

Anna Yuan's presentation on Job Development included the definition, methods, and preparation for job development.

Job development, according to Ms. Yuan, is essentially a sales technique to obtain an employment interview for a client. Prerequisites for job development include a thorough knowledge of the client and the employer. Both must have realistic job goals. In addition, the developer must be knowledgeable about the agency's services and constraints. Methods used by job developers include:

- 1) Telephone--Ms. Yuan considers the phone the job developers's best tool. It is inexpensive and produces instant results.
- 2) Personal visits to employers--this method is too expensive and time consuming.
- 3) Personal letters--a good way to introduce one's agency; however, they are also time consuming, and usually too slow for job development.
- 4) Group mailings to selected employers--a good way to identify your services and the benefits the agency can offer to them. Can be very effective. Yuan suggests listing real people. For instance:

"Registered Nurse, experienced in outpatient and medical records"; or "Estimator, B.S. in Economics." (Do not use names, but describe real clients who are available for employment.
- 5) Group presentation--excellent way to introduce your agency to a large audience. For instance, through a Rotary meeting, you can meet many employers and then follow up later with phone calls.
- 6) Special large events--job fairs in cooperation with the PIC or the service providers can bring together employers and employees, provide free publicity for the employers, and also advertise your program.
- 7) Public service announcements (PSAs)--can be useful, but they usually do not reach a large number of employers and are shown at odd hours. Brings in potential workers.

- 8) Advisory Committee--employers tell the agency what they need. Can also use service providers. Industry needs and client needs may not match.

Preparation for job development includes knowing the client, the employer, and your own agency. You must know the following before attempting a match.

Concerning the Client

- 1) Know your client's skills and abilities, financial need, transportation needs, hours of availability, and restrictions.
- 2) Know his job goals. Be realistic. He must know what he wants.
- 3) Be sure the client is job ready. Don't waste your time if the alcoholic isn't dry yet. Concern yourself with those clients who are ready to start working.

Concerning the Employers

- 1) Try new businesses.
- 2) Know your neighborhood and your territory.
- 3) Read the newspaper for leads.
- 4) Use the Yellow Pages.
- 5) Use business directories of all types.
- 6) Try employers of former clients.

Concerning Your Agency

- 1) Know all the background on your agency--its credibility, its clients, and its programs.
- 2) Know your budget! Job development ideas don't have to be expensive, but you need to know your limits.
- 3) Know your selling points for older workers
 - experienced, skilled workers
 - pre-screened candidates
 - no-fee to employers
- 4) Know your constraints
 - limited budget
 - understaffing
 - large geographic area to cover

The final step in job development is contacting the employer about a specific, preselected client. Yuan suggests these guidelines for selling:

- * Establish contact
- * Arouse interest
- * Develop that interest
- * Meet the objections
- * Close the sale

Yuan reports that when establishing contact with an employer, a plan of action must be developed. Do not phone an employer unless fully prepared.

When calling, don't tell your story to the receptionist--ask for the person with the authority to hire. If told that no hiring is taking place, ask for the name of the person anyway so that when you call back you have a name to ask for.

Don't ask if there is an opening. Sell the individual to the employer and let the employer pick the job.

Expect occasional objections. Meet them with a short response and always end with a positive statement. Stress the client's assets, and never introduce the client by his/her handicap. Never argue with the employer. Some objections are "over-qualified," "health limitations," "benefits requirements," "supervisors are young." Be prepared to answer.

Don't over sell, Yuan stressed over and over. Morning is the best time to call. After lunch is bad. Anyone who asks you a question is a potential employer.

Remember, your goal is to get an interview for your client. If Monday at 2 p.m. is not convenient, offer an alternative. You are not trying to get the JOB, just the INTERVIEW--the client must sell herself at the interview.

Close with a polite thank you and follow up with a letter.

Although time was short in the workshop, Yuan conducted a role play situation of a phone interview with an employer. She recommended that the agency staff try role playing to determine whether their methods and mannerisms were appropriate for effective job development.

Elizabeth Kaweckí, Recorder

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Anna Yuan is currently the Director of National Technical Assistance and Training Program of Operation ABLE in Chicago. She has been a consultant in community planning and development, specializing in community needs assessment, program development, organizational analysis and planning. She is active as a conference and workshop speaker in the areas of job development, marketing strategies, and community planning.

HARVEY STERNS, PH.D., Workshop:
"Getting to Know the Older Worker"

An individual grows and develops all throughout life, according to Dr. Harvey Sterns, not just during the "prime years" we usually associate with education. In the past, if an older person did not learn certain things in a training situation, the implication was that the problem was with the individual. However, we now understand that it was the lack of appropriate design of the training which was the real problem.

Adults, especially older adults, bring to the learning or situation a vast accumulation of attitudes, values, and experiences which the younger learner simply has not yet acquired. This needs to be considered when structuring a training experience. Individual differences must also be taken into account. "Older Workers" (or older people) are not a homogeneous group, any more than a group of first graders are a homogeneous group. But in first grade we tend to be more willing to allow for individual differences -- remember Bluebirds and Redbirds?

Training and retraining is not just an aging issue. We all need to update our skills. We have underestimated adult self-study. For instance, we learn plumbing, or wall papering either through trial and error or self-study.

The need for adult learning or training is continual. Dr. Sterns recommends that the time to begin retraining is the minute people are hired, as it is the skills which become obsolete, not the people who perform them.

Attitudes can also get in the way of a successful retraining program. Managers don't always choose older workers for retraining because (1) they think younger folks could benefit more or (2) they can't spare the older worker from the job. Sometimes, too, it is the older worker's own attitude which holds him or her back, thinking "I probably can't do it so I might as well not even try."

Perhaps the most important aspect of a successful Older Workers program is the creation of a climate of support. In order for an individual to be competent, that person must be able to see himself or herself as competent; i.e., they must be able to project themselves into the future as being competent or successful. A supportive environment and positive experiences will go a long way in facilitating this process.

On a lighter note, Dr. Sterns dispelled the "Squash Rot" theory. This widely-held belief stated that the brain is a squash, and you would be smart to take advantage and learn while your "squash is on max," so to speak (during the first two decades of life). For we know, of course, what happens after a squash ripens and peaks -- it is downhill all the way. And, it has only been in the last decade that this has been dispelled -- there are changes, of course, in the normal process of aging, but now we understand why. Rest assured that our brains are not squashes (although we all know someone about whom we have serious doubts) but rather parts of us which, given the proper care -- (sunlight, water, and nutrients?) can and should continue to grow and develop for as long as we live.

Judith M. Baldwin, Recorder

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Dr. Harvey Sterns is the Director of the Institute for Life-Span Development and Gerontology and Associate Professor of Psychology at the University of Akron, where he teaches courses in the areas of aging and psychology, in addition to coordinating the undergraduate and graduate certificate programs in adult development and gerontology. He is active in numerous local, state and national organizations related to aging.

FREDERICK GRUPE, Workshop:

"Computer Applications for Employment and Training"

Fred Grupe, placement coordinator for the Lake County Employment and Training Office (Service Delivery Area 25, Painesville, Ohio), explained how his agency, with the use of an Apple II-C computer, has saved staff time and increased job placement.

Grupe who had no computer experience, read the user's manual that was provided with the computer and programmed the system to match available applicants with employer job orders. The staff began using the system in January of 1985. Lake County has placed over 500 individuals in that 5-1/2 month period.

The placement specialists are now able to react much quicker when an employer calls with a job opening. The computer has the job applicants filed by specific categories. If an employer calls with a particular job opening, the computer can report within seconds which applicants are experienced. It can also alert them to the applicant's preferred salary, qualifications, and whether or not the person is willing to travel.

Grupe explained the process clients go through once their eligibility is determined. The Job Counselors explain the program and present the options. In Lake County, clients may choose between classroom training and direct job placement.

If the clients select direct job placement, job counselors collect data from clients concerning their work history and skills. Clients are given a skills check list to complete.

The checklist serves several purposes:

- * provides clients with experience in filling out job applications
- * aids the client's memory in listing skills
- * allows program staff to assist and compile information

The counselor then enters individual client data into the computer which takes approximately two minutes. The following client data is entered:

* occupation	* distance willing to travel
* client's name	* education
* skills	* JTPA program title
* transportation	* expiration date of file

When an employer calls to list a particular job, the placement specialist simply types in the occupation. Shortly the computer will list all the available applicants. The counselor then selects clients to call based on further qualifications from the employer.

This system reduced the amount of time spent manually searching through files to find applicants. Now the counselor only needs to pull files on the applicants the employer would like to interview.

The computer has also helped to classify the needs of the employment and training office. Using the computerized information, the program staff have been able to keep current lists of available position with specific companies and potential applicants based on their skills and/or occupations.

Grupe stated that the computer has cut down on paperwork and allows job developers and counselors to spend more time directly helping people.

Another advantage to this system is accurate records of referrals and the status of referrals. From computer printouts, Grupe and his staff can quickly know who was sent out on the referral, the date, and the result of the interview. "This helps us cover our bases," Grupe commented. "We can show clients or employers immediately the number of referrals they have received and the results."

The Referral Unit's motto to the employer is: "We can save you time and money"; and to the clients, "We don't give handouts, we give a helping hand."

The Lake County Employment and Training Office arranged for the use of five Apple II-C computers with their local joint vocational school, Auburn Career Center.

Ralph Krause, Recorder

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Frederick Grupe is Placement Coordinator for Lake County Employment and Training Office (SDA #25) and is responsible for developing the new job referral system. He has been active in job referral, job counseling and interviewing previously at Auburn Career Center.

SHARON WISE and KATHRYN MADISON,
Exemplary Program: 55 Plus, Zanesville

Sharon Wise, Director of the 55 Plus Program in Muskingum County, states, "The most important factor in operating an Older Worker Program is to find the type of staff who exude enthusiasm." Participants in need of these programs are typically down and out, and depressed. They need encouragement and support.

55 Plus, located in SDA 15, is part of the Central Ohio Rural Consortium (CORC). This SDA accounted for approximately one-third of the placements statewide during the first seven months of program operations.

Ms. Wise attributes the program's success to the staff and to concentrated community efforts. It is important to introduce program staff to the local senior centers, local elected officials, and to monthly advertising in senior newsletters. Visibility is the key to program enrollments.

These items are of great concern, particularly with the small number of staff members that most Older Worker Programs have.

Kathryn Madison, one of the 55 Plus Older Worker Specialists, stated, "It takes an older person to understand the needs of an older worker." Madison commented that SDA 15's Private Industry Council (PIC) has older members, and she took advantage of this. She approached them with an "I need your help" attitude. Madison asked them how they felt about older workers, would they hire older workers, and what were the problems of older workers.

OBES does the initial intake for older workers, but 55 Plus staff make a point to speak to enrollees as soon as possible. "This helps to assure them we really do care," stated Madison.

Both Wise and Madison stressed the importance of support groups for older workers. "Older workers are sincere and honest," commented Madison, "and they are willing to try anything and do a good job." They underlined the importance of encouragement, motivation and the need for the chance.

Widows and widowers need special encouragement and support. Madison noted how important peer support can be to help them through the mourning period. "It just takes time," she added.

"Staff should promise to help participants in any way they can, but don't promise them a job," she reinforced.

The 55 Plus staff emphasized follow-up on participants even after placement. This increases the chances of a participants success and job retention, as well as employer satisfaction.

Utilization of available local resources is essential to the success of an older worker program. Resources to check on include: vocational school, technical colleges, Bureau of Vocational Rehabilitation, mental health centers, city and county health departments, hospitals, Title V and Green Thumb programs.

Cathy Stocksdale, Recorder

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Sharon Wise is the Supervisor of Muskingum and Morgan County Employment and Training Offices. She oversees the development of training programs, publicity and marketing, and the recruitment of Private Industry Council members. Ms. Wise was responsible for the creation of the 55 Plus Program.

Kathryn Madison is an Older Worker Specialist with 55 Plus and has been with CORC since 1982. Prior to joining CORC, she worked as a company liaison representative and an accommodations coordinator for US families employed by a steel mill in Mexico.

Esther Jackson and Helena Walsh, Exemplary Program:
Skills Available, Cleveland

As Helena Walsh and Esther Jackson began the panel discussion during the morning session of the second day, the focus of their presentation was marketing techniques, or "ideas of visibility" in the community.

Many of their ideas and marketing approaches reinforced those shared by marketing expert, Max Elsmann, earlier in the morning session. In addition to the traditional posters and brochures, Skills Available developed innovative and low cost publicity tools such as brightly colored bookmarks for libraries and flyers for distribution at parades or sports events.

For recruiting potential participants, two creative approaches are library and shopping mall registrations. Both are used to conduct massive outreach and recruitment. To save time, a quick on-site assessment is administered to determine eligibility for the potential participants. The increased flow of people is a benefit to the malls and the libraries, as well as to the employment and training programs. Because these are community-wide projects, TV and printed media are willing to cover the events.

Another approach in the planning stages is advertising using the Goodyear blimp. As the blimp circulates the Cleveland metropolitan area, an eye-catching night sign advertises Skills Available.

Speaking engagements have been very effective in finding potential employers and they are low in cost and high in visibility, continued Jackson. These engagements have been held with many community based organizations, such as Kiwanis Clubs, Rotary Clubs and the Chamber of Commerce.

Ms. Jackson reminded program operators of the need to analyze the program's purpose. Once that has been determined, then market that concept and target promotions for the intended audience. "Client testimonials are great publicity," she added.

Jackson cautioned program operators to keep their perspective in marketing employers and participants. "If you lose one employer, you lose ten jobs. If you lose one participant, you lose one placement."

After the panel discussion, the meeting broke into small group discussion sessions. Topics discussed during this time were details regarding regulations on public advertisements, barriers to employment of older workers, and on-the-job training programs.

Donna Burns, Recorder

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Esther Jackson is the Supervisor of the county branch offices of Skills Available in Cleveland. Ms. Jackson has been with Skills Available for ten years and presently has responsibility for the Office Up-Grade Training Program. She writes copy for the media, edits all publications for the agency, and has written the agency's proposals.

Helena Walsh is the Supervisor of the city offices of Skills Available. She is responsible for Skills Available's successful entry level, in-home nurses training program. Ms. Walsh is also responsible for outreach and supervision at the agency.

ANNA YUAN, Exemplary Program Panel,
Operation ABLE, Chicago

Operation ABLE (Ability Based on Long Experience) was created in 1977 to address the problems of older workers in the Cook County, Illinois (Chicago and suburbs) area. Its primary purpose is to promote employment of older workers and to create job opportunities by acting as an umbrella organization for over 47 community-based, social service and non-profit employment services. It is not a direct service agency. The network of agencies includes organizations such as the Illinois Job Service, multi-purpose senior centers which have employment programs, and even volunteer, storefront operations.

ABLE started with two staff and a foundation grant of \$60,000 and has grown to a staff of over 47 with a budget of \$1.7 million. Forty foundations now fund its programs along with eight government grants. ABLE has a 28 member Board of Directors drawn from the business sector and the community.

Yuan noted that ABLE has a multi-pronged approach to the promotion of employment opportunities for older people. It provides services to: (1) network agencies; (2) older workers; and (3) employers.

Services to the agencies include:

- * Job hotline for applicant referral and shared job listings
- * Public awareness campaigns
- * Exchange of information
- * Technical Assistance
- * Data Collection
- * Job Development
- * Job Fairs and Special Events (cooperative efforts)
- * Training for staff

Yuan discussed Operation ABLE's services to older workers at some length, and outlined the following features. Funding for older workers comes from three sources: JTPA 3% money for people 55 and older; Title II-A training dollars for people 40 and older; and Title V funds for 25 job slots.

Yuan suggested 12 tactics that have worked for Operation ABLE:

- 1) Map out your community to fit your staff and funding
 - * Outreach is an important part of the program. Hire locals who live in and know the community
 - * Identify the poverty pockets to know where the branch offices should be placed.

2) Use a regional approach. In ABLE, each outreach worker has a geographic area to cover job offices, education facilities, social agencies, and aging agencies.

3) Try the "Blitz" approach to advertise your program. Use your imagination and dream up everything to let the total community know you are there.

4) Talk the language, the jargon, of the group being served. Use older workers to talk to older workers.

5) Use jobs as the attraction. Announce and advertise available jobs, not just the promises of a job.

6) When sending listings to employers, describe real people with real skills (don't use names), and use a selected mailing list.

7) For older workers who do not qualify for 3% or Title V programs, ABLE makes available to them their "ABLE Worker Institute Resource Library," and the Plato Project computer to teach job seeking skills.

8) ABLE's most successful method for placement is a Job Club. Each group has 15-20 people who meet for support and help in researching jobs and developing search skills. A buddy-system is used. The success rate is 55-75%. The clubs last 10 weeks and 6 groups are running at any one time.

9) ABLE operates a "Temp-pool" which brings money into the program. It doesn't train these workers, but it does assess them for skills and sends them out on temporary assignments. Forty-five employers now use this service. It was started on a foundation grant and became an income producer after three years.

10) The Job Hot-Line gets calls and referrals and can aid anyone over 55. If ABLE can't help, there are 47 other agencies in the network.

11) ABLE suggests a job fair. Have other agencies, like the PIC or your local media run it. However, enlist help from the mayor or mayors. Local businesses may donate food. In Chicago, a job fair may draw 4,000 seniors.

12) With Title V money, ABLE places older workers as job specialists in the job service offices who counsel, place and develop jobs for older workers.

The third prong in ABLE's approach is services for employers. Yuan noted that private sector employers won't look at cheap, tacky materials. Use professional graphics. ABLE has been successful in using mailings with a local TV station's envelopes to increase visibility. The large events, such as the job fair mentioned above, are also a benefit for the employer. ABLE sponsors large events to bring the employer recognition, such as award presentations for the "Hire the Older Worker Week." This draws media attention.

ABLE's success as an umbrella agency helping older workers rests upon well-defined goals and a clear-cut set of objectives--a true model for all agencies providing similar services.

Norma Bruce, Recorder